

1.434 PROMOTION

USM policies recognize promotion processes as hiring processes to fill vacancies. Therefore, USM and university policies relating to hiring processes provide external control and direction on promotional processes.

1.434.05 System Responsibility

- A. Consistent with the Personnel Policies and Rules for Classified Employees and University Human Resources for the University of Maryland, College Park, the chief and those designated by the chief are responsible for developing, scheduling, and administering the promotional process.
- B. Promotional positions vacancies will be filled by the chief utilizing procedures contained in this directive.
- C. The chief will appoint project managers, the rank of captain or above, to coordinate promotional processes. Duties and responsibilities of project managers include, but are not limited to:
 - 1. Managing all aspects of promotional processes;
 - 2. Reporting project progress and outcomes directly to the chief;
 - 3. Preparing project work plans and schedules for approval by the chief;
 - 4. Evaluating and reviewing the development of the testing instruments;
 - 5. Working with the appropriate bureau commander and University Human Resources to ensure that all procedures used in the promotional process are job related and nondiscriminatory;
 - 6. Making notification of testing procedures to include:
 - a. Eligibility requirements;
 - b. Areas to be evaluated in the testing process;
 - c. Scope of any written tests to be administered, including bibliographies;
 - d. Areas to be evaluated in assessment centers;
 - e. Dates, times, and locations of all phases of testing processes; and
 - f. Application deadlines;
 - 7. Notifying participants of process results; and
 - 8. Maintaining security of promotional materials and process confidentiality.

1.434.10 Promotional Process Announcements

- A. The appropriate administrator will ensure necessary forms are completed and forwarded to University Human Resources for approval and posting of position vacancy announcements.
- B. Promotional process managers will ensure written or e-mail promotional process announcements are made on a timely basis:
 - 1. Initially to all employees; and
 - 2. Subsequently to all process participants at reasonable, prudent, or critical points in the process.

1.434.15 Lists of Eligible Candidates

- A. Minimum eligibility requirements, including time-in-grade or time-in-rank and lateral entry eligibility requirements are promulgated by USM for use by University Human Resources. Copies of minimum eligibility requirements will be maintained by the agency and made available, upon requests, to interested parties.
- B. Persons interested in applying for non-exempt promotional vacancies must apply on standard University of Maryland application forms and submit them electronically to University Human Resources in order to be considered for promotional vacancies by the announced deadline.

- C. In processes where the promotion would be to a rank of an exempt employee (Lieutenant or above), the employee must submit a cover letter, resume and list of references electronically to University Human Resources in order to be considered for promotional vacancies by the announced deadline. Applications received after deadlines will be processed in accordance with directives established by University Human Resources.
- E. Basic promotional eligibility of candidates is determined by University Human Resources. Lists of eligible candidates as determined by University Human Resources screening processes will be forwarded to the appropriate administrator who will forward the lists to project managers.
- F. Project managers will post lists of eligible candidates through e-mail to ensure lists are accessible to all agency personnel.
- G. If applicants believe they were inappropriately excluded from eligibility lists, applicants must notify University Human Resources or the Project Manager for exempt promotional processes in writing within three working days of list postings to ascertain reasons for applicants' names not appearing on lists. Applicants will forward copies to project managers.
 - 1. Applicants may be placed on lists at the discretion of the Director of University Human Resources in accordance with personnel rules and regulations.
 - 2. Decisions from University Human Resources will be requested on a timely basis to facilitate the promotion process.
- H. Applicants who are not placed on final lists of eligibles cannot receive further consideration for promotion to positions in current processes.

1.434.20 Promotion System Components

- A. Compilation of promotional lists for the rank of Sergeant involves the weighted steps of:
 - 1. Written Examinations @ 40 points;
 - 2. Assessment Centers @ 50 points (which will include an interview component); and
 - 3. Records Reviews @ 10 points (consistent with 1.434.35 of last two years evaluations at 5 points each).
- B. Compilation of promotional lists for rank of Lieutenant involves
 - 1. Records Review (consistent with 1.434.35);
 - 2. Interview Process; and
 - 3. Candidates for Lieutenant will be ranked as either qualified or non-qualified.
- C. Compilation of promotional lists for rank of Captain or above involves:
 - 1. Records Review;
 - 2. Interview Process; and
 - 3. Candidates for Captain and above will be ranked as either qualified or non-qualified.
- D. Scoring results of each component will be made available to all candidates, via e-mail or printed copies, within five working days following completion of each component.

1.434.25 Written Examinations

- A. Written examinations are composed of questions that must be job related and nondiscriminatory.
 - 1. Test questions:
 - a. May be both closed and open book items;
 - b. May include true/false, multiple choice, matching, and/or fill in the blank;

- c. Will be retained by the agency after testing.
- 2. Source materials will be announced at least four weeks prior to examinations.
- B. Cut off scores will be announced prior to testing. Candidates must score above announced cut off levels in order to continue in processes.

1.434.30 Assessment Centers

- A. Assessment centers will be convened for the purpose of evaluating candidates in simulation exercises to determine suitability to assume responsibilities of higher ranks.
- B. Simulation assessment center components and dimensions to be evaluated will be made available at least four weeks prior to promotional assessment centers.

1.434.35 Records Reviews

- A. The project manager is responsible for ensuring records reviews are conducted by individuals who are not promotional candidates.
- B. Components of the Records Review thru the rank Lieutenant are:
 - 1. Two most recent performance evaluations; and
 - 2. Records check of Personnel file, Internal Affairs (sustained investigations) file and training file,
 - 3. Sustained Internal Affairs investigations will be reviewed and evaluated for determining suitability to assume responsibilities to higher ranks.
- C. Records Review for those competing for the rank of Captain and above will consist of a review of the most recent performance evaluation.

1.434.37 Interviews

- A. Interviews will be convened for the purpose of evaluating candidates for determining their suitability to assume responsibilities to higher ranks.
- B. Components and dimensions of interview panels will be made available to candidates prior to their interviews. Interviews may involve other police agency's and/or community members.

1.434.40 Promotional Training

- A. Appropriate administrators or promotional process managers will ensure promotional training materials are distributed to candidates for promotion. These materials may contain, but are not limited to:
 - 1. A description of all elements used in the promotional process;
 - 2. Examples of knowledge tests and answers;
 - 3. Examples of assessment center exercises.
- B. Project managers, in conjunction with the Training and Personnel Unit, will ensure that voluntary assessment center training is made available to all candidates who have passed written tests no less than one week prior to assessment centers.

1.434.45 Ranked List of Eligible

- A. Project managers will compile ranked lists of qualified eligibles based on performances during each process component.
- B. Rankings will be determined compiling point totals consistent with **1.434.20** and **1.434.35**.
- C. Applicants will be listed in descending order from the highest rating to the lowest. When identical ratings are received, those candidates will be considered to have equal merit and fitness for promotion. If necessary, ties will be decided by the chief after interviewing candidates whose scores were

tied.

- D. Ranked lists of qualified eligibles may remain in effect, subject to the approval of University Human Resources, for a minimum of one year from initial dates of promotional announcement posting.
- E. Those candidates competing for the rank of Captain and above will be selected by the Chief of Police from a list of "qualified" eligibles. Those candidates not selected and remaining on the list will not be given a ranked order number.

1.434.50 Selection for Promotion

- A. In order to make final promotional decisions thru the rank thru Sergeant, the chief will use:
 - 1. Final ranked order lists; and
 - 2. Sustained IA files
- B. If the chief chooses to deviate from the numerical ranking or ranked lists for the rank of Sergeant, the chief must notify, in writing, candidates being passed over, the Director of University Human Resources, and the Office of the Assistant Vice President for Administrative Affairs of the objective-based reasons for deviations.
- C. For the promotional processes for the rank of Lieutenant, upon conclusion of the evaluation process, the promotional project manager will forward recommendations (of two to five finalists) to the Chief of Police for final selection.
- D. For the promotional process for the rank of Captain and above, upon the conclusion of the Interview and Records Review the Chief of Police will make the final selection(s) from the list of "qualified" candidates. Those "qualified" candidates not selected will remain on the eligibility list for one year from the date of the first promotion from the list.

1.434.55 Probationary Periods

- A. Newly promoted police officers will be subject to probationary periods of at least six months, but not to exceed a maximum of twelve months, subject to the approval of University Human Resources.
- B. Newly promoted officers must successfully complete any training mandated by the MPTC during probationary periods in order to be eligible to retain their new positions.
- C. Probationary periods are considered integral parts of the promotional process that allow officers to be trained for their new positions, to be closely observed by their immediate superiors, and, if necessary, to be rejected if their performance does not meet required standards.
- D. As early as possible during probationary periods, unsatisfactory performance will be brought to the attention of probationary employees through counseling, training, or other suitable actions to safeguard against the promotion of employees beyond their capabilities.

1.434.60 Appeals and Reviews

- A. Candidates may review and appeal any adverse decisions concerning their eligibility for, or appointment to, promotional vacancies.
- B. Project managers will ensure review and appeal sessions are scheduled, announced to all candidates, and conducted.
 - 1. Candidates will be given controlled time periods to review test and assessment center materials and answer keys and prepare written appeals.
 - 2. Candidates must complete their own appeals. Collaboration between candidates during material review and appeal sessions will not be allowed.
 - 3. Test and assessment center packets will be retained by

- the agency after review and appeal sessions.
4. Appeals must be based only on issues related to:
 - a. Multiple correct answers;
 - b. No correct answers;
 - c. Miscalculation;
 - d. Job relatedness; or
 - e. Discrimination.
 5. Appeals must contain reasons, or issues, leading to appeals and requested resolutions.
 6. Appeals will be considered by appeal panels comprising the chief, project managers, and at least one officer of equal rank appointed by the chief.
 - a. Appeal panels will render decisions within five working days.
 - b. Successful appeals will be applied to all candidates whose initial answers coincide with appellant's answers.
 - c. Decisions of appeal panels are based on simple majority votes and will be binding.
- C. Evaluation appeals will be consistent with **1.440.50 PER Presentation**.
- D. Final standings or final promotion decisions may be appealed in writing or via e-mail only to the chief. Appeals must be filed within five days following posting of final scores or promotional announcements.
- E. Officers failing to meet eligibility requirements or failing to be promoted may reapply, retest, and be re-evaluated during future promotional processes for which they are eligible.

1.434.65 Participant Integrity

- A. Cheating, falsification of credentials, deliberate misrepresentation of credentials, or other breaches of conduct, ethics, etc. relating to promotional system integrity will minimally result in involved candidates receiving scores of "0" in promotional system components wherein breaches occurred.
- B. All information provided by candidates in, or for, promotional process purposes is subject to investigation or verification.